



March 5, 2010

TO: Mayor and Members of Council  
FROM: Rashad M. Young, City Manager *DMY*  
SUBJECT: Items for Your Information *RR*

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**Contact Center Feedback**

Attached is the weekly report generated by our Contact Center for the week of 2/22- 02/28/10.

**Urban Development Investment Guidelines**

Attached is the Urban Development Investment Guidelines that Councilmember Danny Thompson requested at the February 2, 2010 council meeting.

**Farmer's Curb Market**

The Parks and Recreation Commission will hear a summary of public comments and take input regarding the recommendations regarding market rules at their meeting March 10, 2010. PRC will likely determine at that time how to move forward.

**Update on Hairston Homes**

Attached is an update from Human Relations Director Dr. Anthony Wade. Any questions should be directed to Dr. Anthony Wade at (336) 373-2038.

**Landfill RFP**

Attached is a memo regarding the Solid Waste Management RFPs. Your feedback is needed on this item.

**Shoes for Haiti Update**

The Greensboro Police Department confirmed that World Vision, a charitable organization that distributes items to third world countries, picked up 952 pairs of shoes on March 3, 2010. World Vision will then deliver the shoes to Haiti.

**Coliseum**

Please find in your office a copy of the Operations and Management Assessment for the War Memorial Coliseum Complex by KPMG, completed in August of 2001.

**Local Zoning Restrictions in PTI Airport Noise Areas**

Attached is a memo regarding the local zoning restrictions in the PTI airport noise areas. Any questions should be directed to Planning Director Dick Hails at (336) 373-2660.

## Public Affairs Department Contact Center Weekly Report

### Week of 2/22 – 2/28/10

#### Contact Center

3562 calls answered this week

#### Top 5 calls by area

##### Water Resources

Balance Inquiry – 1017

General Info. – 222

New Sign-up – 213

Request to Cutoff – 125

Const. & Maint. – 87

##### Field Operations

Bulk Guidelines – 64

Dead Animal Pickup – 55

Appliance Pickup – 47

Repair Green Can – 39

No Service/Garbage – 31

##### All others

Police/Watch Operations – 309

Warrants – 154

Courts/Sheriff – 134

Landfill/Transfer/HHW – 107

Online Payments – 39

#### Comments

We received a total of 4 comments this week:

- 1 comment for Engineering and Inspections

Customer called to compliment City Inspector that inspected a gas pack. "She was very nice, she came last Tuesday and didn't pass it and this time when she re-inspected it, everything was fine. She was just excellent."

- 1 comment for Field Operations

Caller wanted to thank the crew for taking care of a dead cat. She said the job was done very fast and she appreciates the good work.

- 1 comment for Police

Comment in reference to the man that was shot (she thinks his name was Larry Rhyne Jr.): "It seems to me that there should be an emphasis on wounding, not shooting to kill."

- 1 comment for Planning

Caller from the White Horse Village area said, "Now that we're reverting back to the county, it would be easier for us if you came up with a trash pickup service that you could offer to these residents, that way they can pay the City and not have to stop and start trash service again."

#### Overall

We received the normal mix of calls last week. Calls to pick up dead animals increased while calls about potholes dropped off significantly. Call volume remained steady for the week.

March 4, 2010

**TO:** Andrew Scott, Assistant City Manager

**FROM:** John Shoffner, Economic Development Manager

**SUBJECT:** Urban Development Investment Guidelines

City Council adopted the Urban Development Investment Guidelines to provide a consistent framework for evaluating requests for participation in private development and redevelopment projects occurring in downtown, reinvestment areas, reinvestment corridors and corporate parks. These guidelines were meant to build on the vision of intensification of development within the central business district and identified reinvestment corridors and areas as identified in the Connections 2025 Comprehensive Plan.

The Urban Development Investment Guidelines do not establish an entitlement program and each request for participation is approved solely at the discretion of City Council. However, the Council approved guidelines provide developers with a consistent and dependable set of criteria that will be used in evaluating how closely proposed development projects meet the City's development goals. There is no specific source of funding to fund requests that may be approved by Council. However, the guidelines are applicable to various potential funding sources to include the \$10 Million November 2006 voter approved Economic Development Bonds.

City assistance may be used for infrastructure upgrades, provision of off-street parking, streetscape improvements, purchase/reduction in cost of land, environmental site assessment, site preparation, and affordable housing assistance. Part I of the guidelines assesses the financial viability and need for public participation of the project and is required for all requests. Part 2 assesses downtown projects, Part 3 assesses reinvestment area and corridor projects, and Part 4 assesses corporate/industrial parks.

In summary, the guidelines provide a means of evaluating various projects requesting public participation, identifying that there is a need for public participation, and a mechanism for recommending an amount of participation that will bring the projected return of the project closer to an average rate of return and thereby induce the developer to move forward with the project. The developer is required to share financial data and projections on the project to include financing commitments, pro-forma financial projections, equity investment, etc so we are able to conduct adequate due diligence to make a solid recommendation to Council on both the need and amount of public participation the project may merit.

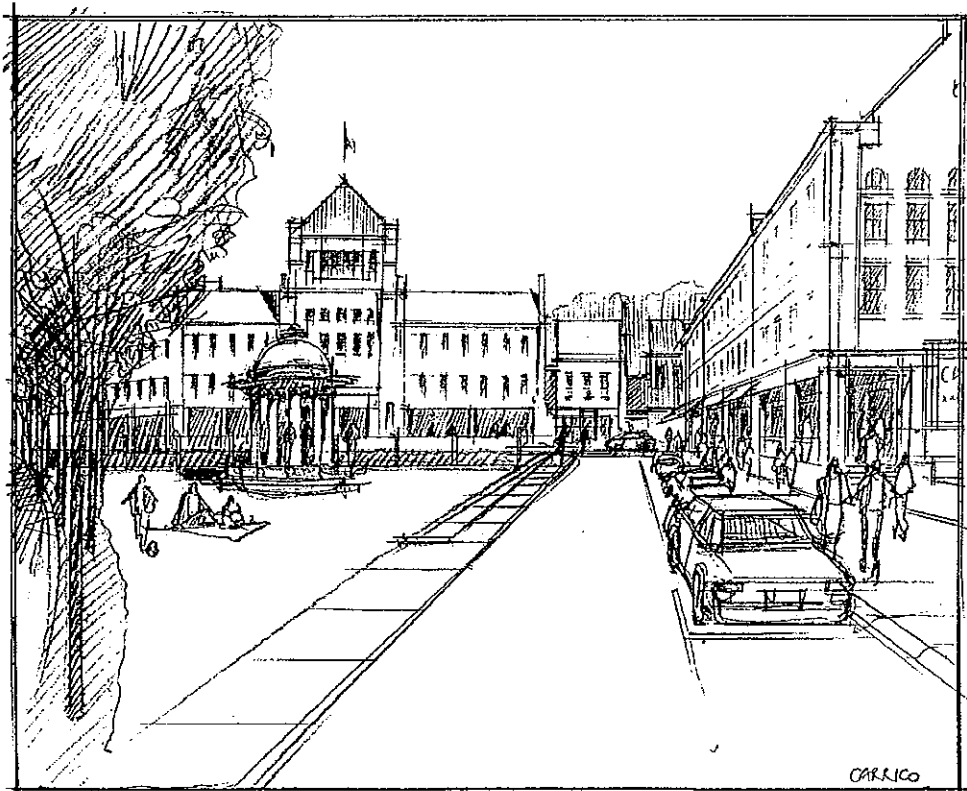
JS  
Attachment



City of Greensboro

# Urban Development Investment Guidelines

For evaluating development and redevelopment projects in downtown, reinvestment areas, reinvestment corridors, and corporate parks that have requested City participation.



## **Purpose of the Urban Development Investment Guidelines**

On May 6, 2003, the Greensboro City Council adopted the *Connections 2025 Comprehensive Plan*. This plan provides a goals and policy framework for the future development of the City. As a part of this future vision, the Plan recommends intensification of development within the central business district and identified reinvestment corridors and areas.

These **Urban Development Investment Guidelines** have been prepared as part of the City's effort to promote high quality urban developments that meet the community's intended vision. By implementing these Guidelines, the City hopes to provide prospective developers with a consistent and dependable set of criteria that will be used in evaluating how closely proposed development projects meet the City's development goals. In addition, these Guidelines establish how project risks and returns to the City will be reviewed and evaluated.

These Guidelines do not establish an entitlement program. The provision of financial assistance, in any form, is solely at the discretion of City Council. Council may waive or modify any aspect of these Guidelines and determine levels of assistance to be provided, as it deems appropriate.

### **Eligible Projects**

To be eligible for any funding assistance connected with these Guidelines, projects must meet all of the following:

1. Located within the corporate limits of Greensboro.
2. Located within either the downtown area, reinvestment areas, or reinvestment corridors as shown on the enclosed maps.
3. Meet the following minimum investment thresholds:
  - 3.1. Downtown projects - \$1,500,000
  - 3.2. Reinvestment areas and corridors - \$500,000
4. Must not also be applying for assistance through the City's Economic Development Incentive Program or Targeted Loan Pool Program.
5. Developer will be required to follow City M/WBE Program for any public infrastructure improvements funded with City assistance.
6. Refer to Part 4 of the Guidelines for eligibility criteria specifically applicable to corporate/industrial parks.

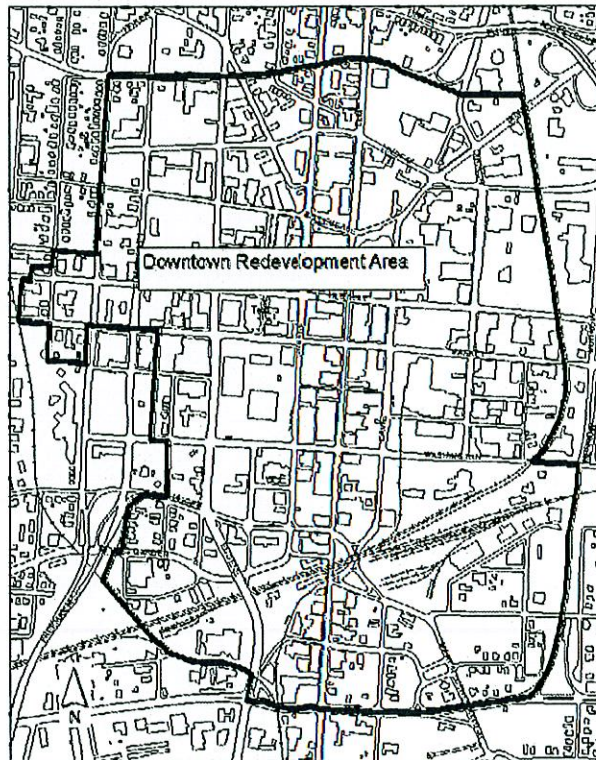


## **Eligible Areas Description (not applicable to Corporate/Industrial Parks)**

The **Urban Development Investment Guidelines** are targeted to new development and redevelopment projects within the downtown redevelopment area and zones identified in *Connections 2025* as reinvestment areas and corridors. These areas represent priority opportunities for combined private and public sector reinvestment. The intent in these areas is to promote the redevelopment of underutilized, outdated properties and the filling in of vacant sites, thereby creating more economically and socially vibrant communities. A strong preference is given to *catalyst* projects that stimulate the private market and encourage the mixing and diversification of uses as a means to a more efficient and sustainable development pattern.

### **Downtown Redevelopment Area**

The Downtown Redevelopment Area, as currently adopted and including areas that may be added to the redevelopment area by future amendments, currently covers roughly 500 acres as shown on Exhibit A. Within this area, the City is looking for unique projects that promote reinvestment, preservation, diversification, and selective intensification of activity that reinforces its importance as the economic, cultural, and civic center of the City.



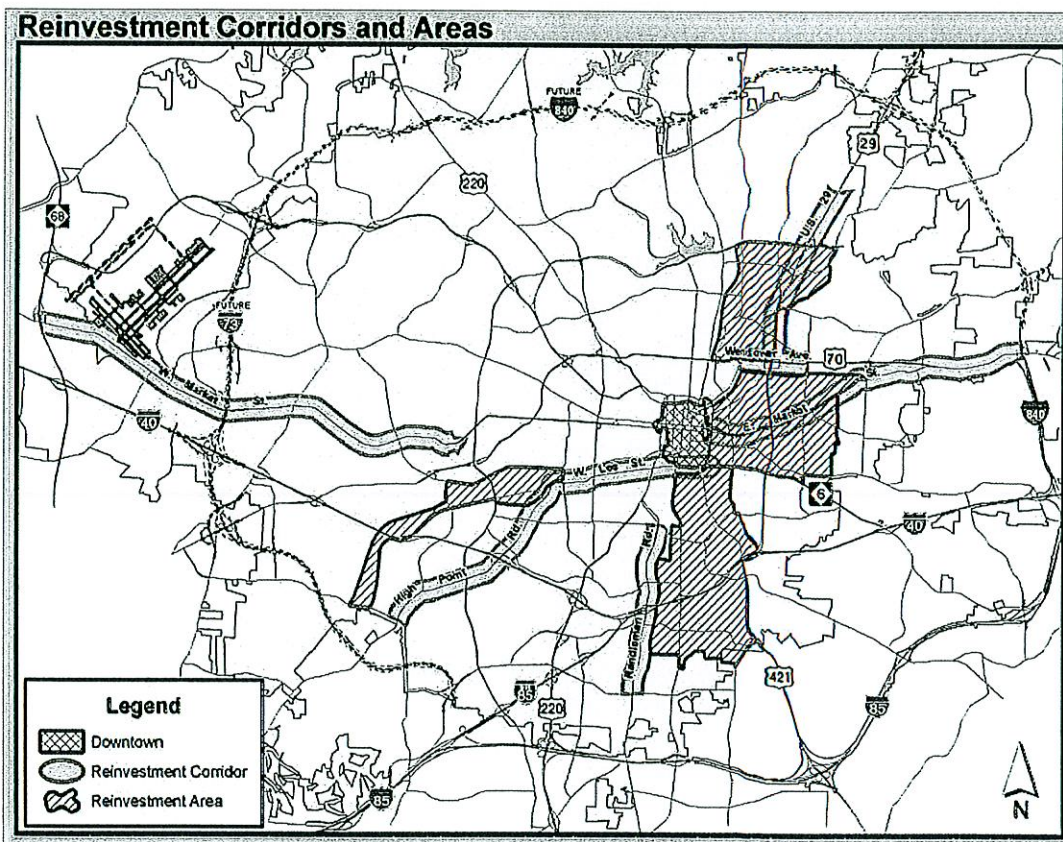
*Exhibit A – Downtown Area*

### Reinvestment Areas

Reinvestment areas include currently designated Redevelopment Areas and additional locations identified in *Connections 2025* as Reinvestment Opportunity Areas, as shown below. These are mostly older neighborhoods and industrial sections of east Greensboro that are in need of private investment. A focus within these areas is to return business, community services, and housing choices to sections of the City that are currently underserved.

### Reinvestment Corridors

*Connections 2025* identified eight Reinvestment Corridors for public and private sector investment, as shown below. These are primarily older commercial corridors along major thoroughfares. Within these corridors, the City is looking for private initiatives that promote reuse of existing buildings and new infill development that enhances economic viability and strengthens adjacent neighborhoods.



*Exhibit B - Reinvestment Areas and Corridors*  
(see Attachment 1 for more detailed maps)



## **Use of the Urban Development Investment Guidelines**

The Urban Development Investment Guidelines provide a mechanism for the City to use in evaluating the strengths and weaknesses of private development projects proposed within the identified priority areas. Well planned and clearly financed proposals will receive priority for assistance over proposals that offer unclear development objectives and unknown risks. Once financial risk is determined, the quality, creativity, and sustainability of the proposed development product is also evaluated.

The following is a list of possible uses of City assistance. Infrastructure assistance is the preferred method of assisting urban development projects since the City is normally the provider of these facilities and services. Other forms of assistance may be proposed where infrastructure assistance alone is not sufficient and will be considered based on the merits of the proposal:

### **Eligible Uses of City Assistance**

1. Infrastructure upgrades (water, sewer, storm sewer and streets)
2. Provision of off-street parking
3. Streetscape improvements
4. Purchase of land/reduce cost of land
5. Environmental site assessment
6. Site preparation
7. Affordable housing assistance

The decision to invest or not to invest shall be at the sole discretion of City Council. In circumstances determined to be justified and appropriate, the City Council may vary from these Guidelines, regardless of whether or not a project meets these Guidelines.

Projects meeting the minimum thresholds established herein will also be eligible for the City's "Rapid Review Process". Through this process, Department Heads from all Departments involved in the City Economic Development Review Team meet to expedite the approval process.

### **Application Requirements (Refer to Section 4 for additional items specifically for Corporate/Industrial Parks)**

Developers requesting City assistance through the Urban Development Investment Guidelines should submit an application with the basic elements listed below. Other items may be requested by the City following an initial review of the application.

1. **Proposal Letter and Attachments** – A letter should be submitted signed by the principal or chief operating officer of the development entity. The letter should describe the proposed project scope, including range of uses, amount of investment, uniqueness of the project, barriers that need to be overcome, funding gap requiring City assistance, and timeframe for the project. The attachments must include the developer's proforma, the financial commitments that are in



place for the project, and the level of experience of the development team. A Truth in Borrowing Statement will be required, in a format acceptable to the City, certifying that the developer has submitted complete and accurate information. If it is later determined that full disclosure was not made in the submitted "truth in borrowing" statement, it may be grounds to declare the City participation agreement null and void. This would trigger a full reimbursement of any public funds received.

2. **Independent Financial Analysis** – prepared by an independent economic development professional or economist. This analysis will present and review the project development and operating proformas against local and regional market conditions and provide assessment of any conditions or issues that may impact viability of the project.
3. **Completed Urban Development Investment Guidelines Criteria Forms** – Developers will submit their self-assessment, including Part 1 for all projects and either Part 2, Part 3, or Part 4 depending on the location and/or type of project.
4. **Site and Building Plans** – Conceptual site plan and building elevation plans sufficient to show the design and construction intent of the project.

## **Application Review Process**

Following receipt and acceptance of a completed application, the City will schedule a meeting with the applicant to discuss the project and identify any additional information needed. Following this meeting, City staff will undertake an analysis of the request for assistance, including review of the independent financial analysis and self assessment and develop a recommendation for City Council consideration.

Applicants receiving City Council approval will enter into a performance-based development agreement with the City that will include benchmarks for receipt of assistance and requirements for reporting the progress of the development project.

## **Priority and Criteria Listing**

The following objectives and evaluation criteria provide a consistent framework for evaluating development projects. Further refinement of these criteria is likely as experience is gained in its use.

The criteria are divided into four parts. **Part 1** evaluates the estimated risks and financial returns of the proposal and is to be completed for all projects covered by this policy. **Part 2** is to be used for project proposals within the downtown redevelopment area and assesses the likely impact of the project on the downtown environment. **Part 3** provides a similar analysis of projects proposed in reinvestment areas and corridors. **Part 4** is specifically for corporate/industrial park projects requesting public participation.

# Urban Development Investment Guidelines

For projects requesting City participation

Project: \_\_\_\_\_

## Scoring Summary

<i>Criteria</i>	<i>Score</i>	<i>Comments</i>
<b>Part 1 – All Projects</b>		
<i>Priority 1-A: Viability and Need for Public Assistance</i>		
<i>Priority 1-B: Return on Investment</i>		
<b>Priority 1 Sub-total</b>		
<i>Minimum Part 1 Threshold Score for Consideration</i>	<b>75</b>	
<b>Part 2 – Downtown Projects</b>		
<i>Priority 2-A: Catalyst Projects</i>		
<i>Priority 2-B: Intensification and Diversification of Uses</i>		
<i>Priority 2-C: High Quality and Sustainable Development</i>		
<b>Priority 2 Sub-total</b>		
<i>Minimum Part 2 Threshold Score for Consideration</i>	<b>50</b>	
<b>Part 3 – Reinvestment Area and Corridor Projects</b>		
<i>Priority 3-A: Catalyst Projects</i>		
<i>Priority 3-B: Intensification and Diversification of Uses</i>		
<i>Priority 3-C: High Quality and Sustainable Development</i>		
<i>Priority 3-D: Increase Public Safety by Redeveloping High Crime Zones</i>		
<b>Priority 3 Sub-total</b>		
<i>Minimum Part 3 Threshold Score for Consideration</i>	<b>50</b>	
<b>Part 4 – Corporate/Industrial Parks</b>		
<i>Priority 4-A: Corporate/Industrial Parks</i>		
<b>Priority 4 Sub-total</b>		
<i>Minimum Part 4 Threshold Score for Consideration</i>	<b>50</b>	
<b>OVERALL SCORE</b>		

*Summary description of project benefits and issues:*

# Urban Development Investment Guidelines

## Criteria Details

Project: \_\_\_\_\_

### ***Part 1 - For all projects requesting City participation:***

<i>Criteria</i>	<i>Score</i>	<i>Comments</i>
<b><i>Priority 1-A: Viability and Need for Public Assistance</i></b>		
<i>( up to 10 points each)</i>		
1. Independent analysis demonstrates viability of project		
2. "But for" financial analysis demonstrates need for assistance. - less than 10% return on investment to developer <i>(10 points)</i> - 10 to 20% <i>(5 points)</i> - greater than 20% <i>(0 points)</i>		
3. Demonstrates ability to pay private debt service. With City assistance, project provides private debt coverage ratio of: - 1.25 or more to 1 <i>(10 points)</i> - 1.1 – 1.25 to 1 <i>(5 points)</i> - 1.1 or less to 1 <i>(0 points)</i>		
4. Clearly documented financial commitments		
5. Debt coverage ratio of any public debt issued to fund the project - 1.25 or greater <i>(10 points)</i> - 1.1 to 1.25 <i>(5 points)</i>		
6. Developer, or development partner, has experience successfully developing similar projects		
7. Developer equity in project, including cash and basis in property - 20% or more <i>(10 points)</i> - 10% to 20% <i>(5 points)</i> - Less than 10% <i>(0 points)</i>		
<b><i>Priority 1-A Score</i></b>		

## Urban Development Investment Guidelines

### Criteria Details

Project: \_\_\_\_\_

### ***Part 1 - For all projects requesting City participation: (con't)***

<b><i>Priority 1-B: Return on Investment</i></b>		
<i>(up to 10 points each)</i>		
1. Creates one or more permanent jobs per \$50,000 of City assistance		
2. Tax increment revenue, based on current rate, exceeds City assistance		
- within 5 years <i>(10 points)</i>		
- within 15 years <i>(6 points)</i>		
- within 20 <i>(3 points)</i>		
3. Increases the tax base of the property being redeveloped		
- 250% or more <i>(10 points)</i>		
- 150% to 250% <i>(5 points)</i>		
- 100% to 150% <i>(0 points)</i>		
<b><i>Priority 1-B Score</i></b>		
<b><i>Priority 1-A &amp; 1-B Totaled Score</i></b>		
<b><i>Minimum Part 1 Threshold Score for Consideration</i></b>	<b>75</b>	

*Other comments on financial viability, risks and returns of this request:*



# Urban Development Investment Guidelines

## Criteria Details

Project: \_\_\_\_\_

### ***Part 2 - Additional Criteria for projects proposed in Downtown area:***

<i>Criteria</i>	<i>Score</i>	<i>Comments</i>
<b><i>Priority 2-A: Catalyst Projects</i></b>		
<i>(up to 10 points each)</i>		
1. Corporate headquarters and other significant office space projects greater than 50,000 square feet		
2. Unique project for downtown – ex: Elon Law School, downtown hotel		
3. Retail use exceeding 15,000 square feet		
4. New or adaptive reuse housing construction of 30 or more housing units		
5. Regional draw due to uniqueness of use		
6. Appropriate rehabilitation of contributing building in a designated historic district or individually listed historic property		
<b><i>Priority 2-A Score</i></b>		
<b><i>Priority 2-B: Intensification and Diversification of Uses</i></b>		
<i>(up to 5 points each)</i>		
1. Project is mixed-use		
2. Commercial space is provided on first floor		
3. Eliminates a blighted property		
4. Reuses a vacant or underutilized property		
<b><i>Bonus Points</i></b>		
<i>(1 point each)</i>		
a: Provides rental apartments		
b: Provides workforce housing		
<b><i>Priority 2-B Score</i></b>		

# Urban Development Investment Guidelines

## Criteria Details

Project: \_\_\_\_\_

### ***Part 2 - Additional Criteria for projects proposed in Downtown area:(con't)***

<b><i>Criteria</i></b>	<b><i>Score</i></b>	<b><i>Comments</i></b>
<b><i>Priority 2-C: High Quality and Sustainable Development</i></b>		
<i>(Up to 5 points each)</i>		
1. Development of an environmentally impaired site		
2. Greater than 50% of 1 <sup>st</sup> floor frontage is transparent windows		
3. Provides enclosed off-street parking hidden from street view		
4. High quality and generally compatible architectural design and materials		
<b><i>Bonus Points</i></b> <i>(1 point each unless otherwise indicated)</i>		
a: Project has obtained a LEED designation indicating high level of sustainability in design and construction <i>(5 points)</i>		
b: Approved deconstruction techniques for demolition work		
c: Creates or enhances downtown parks, plazas or greenways		
d: Adds street activity, such as outdoor eating areas or public art space		
e: Accommodations for bike racks, transit shelters and other pedestrian amenities		
<b><i>Priority 2-C Score</i></b>		
<b><i>Priority 2A-2C Totaled Score</i></b>		
<b><i>Minimum Part 2 Threshold Score for Consideration</i></b>	<b>50</b>	

*Other comments on unique design and development aspects of this request:*

# Urban Development Investment Guidelines

## Criteria Details

Project: \_\_\_\_\_

### ***Part 3 - Additional Criteria for projects proposed in Reinvestment Areas and Corridors:***

<i>Criteria</i>	<i>Score</i>	<i>Comments</i>
<b><i>Priority 3-A: Catalyst Projects</i></b>		
<i>(up to 10 points each)</i>		
1. Significant office space projects greater than 30,000 square feet		
2. Renovation and reuse of existing retail and industrial buildings exceeding 30,000 square feet		
3. New or adaptive reuse housing construction of 50 or more units		
4. Extent market is already supporting similar projects in the area <ul style="list-style-type: none"> <li>- No other similar projects in area (10 points)</li> <li>- One other similar project (5 points)</li> <li>- Multiple similar projects (0 points)</li> </ul>		
5. Appropriate rehabilitation of contributing building in a designated historic district or individually listed historic property		
<b><i>Priority 3-A Score</i></b>		
<b><i>Priority 3-B: Intensification and Diversification of Uses</i></b>		
<i>(up to 5 points each)</i>		
1. Project is mixed-use		
2. Project promotes compact, efficient development <ul style="list-style-type: none"> <li>- Residential components at an average density of at least 7 units/acre</li> <li>- Commercial components at an avg. floor area ratio of 0.50 or greater</li> </ul>		
3. Provides neighborhood businesses and services to underserved areas <ul style="list-style-type: none"> <li>- without these services within 1 mile radius (5 points), or</li> <li>- without these services within ½ mile radius (2 points)</li> </ul>		
4. Eliminates a blighted property <ul style="list-style-type: none"> <li>- project site is blighted (5 points), or</li> <li>- other blighted properties within ¼ mile radius (2 points)</li> </ul>		
5. Reuses a vacant or underutilized property		
<b><i>Bonus Points</i></b> <span style="float: right;"><i>(1 point each)</i></span>		
a: Provides housing unit sizes and types not found in area		
b: Provides mixed-income housing		
<b><i>Priority 3-B Score</i></b>		

# Urban Development Investment Guidelines

## Criteria Details

Project: \_\_\_\_\_

### ***Part 3 - Additional Criteria for projects proposed in Reinvestment Areas and Corridors:***

<i>Criteria</i>	<i>Score</i>	<i>Comments</i>
<b><i>Priority 3-C: High Quality and Sustainable Development</i></b>		
<i>(up to 5 points each)</i>		
1. Development of an environmentally impaired site		
2. Compatible with surrounding developments or with objectives contained in an adopted neighborhood, corridor or activity center plan		
3. Adds pedestrian amenities, such as 1st floor retail, outdoor eating areas, connected sidewalks, street trees, on-street parking, and public art space		
4. Provides connected and shared access and parking areas		
5. Provides additional off-street parking screened from street view		
6. High quality and generally compatible architectural design and materials		
<b><i>Bonus Points</i></b> <i>(1 point each unless otherwise indicated)</i>		
a: Project has obtained a LEED designation indicating high level of sustainability in design and construction <i>(5 points)</i>		
b. Approved deconstruction techniques for demolition work		
c: Creates or enhances neighborhood parks, plazas or greenways		
d: Accommodations for bike racks and transit shelters		
e: Removes non-compliant signage		
<b><i>Priority 3-C Score</i></b>		
<b><i>Priority 3-D: Increase Public Safety by Redeveloping High Crime Zones</i></b>		
<i>(up to 5 points)</i>		
1. Level of crime rate in area compared to City average		
- Crime rate greater than 110% of City average <i>(5 points)</i>		
- Crime rate 100% to 110% of City average <i>(2 points)</i>		
- Crime rate less than 100% of City average <i>(0 points)</i>		
<b><i>Priority 3-D Score</i></b>		
<b><i>Priority 3A–3D Totaled Score</i></b>		
<b><i>Minimum Part 3 Threshold Score for Consideration</i></b>	<b>50</b>	

*Other comments on unique design and development aspects of this request:*



## **Part 4 - Sites for Corporate/Industrial Park Projects**

In order to capitalize on the positive situation that Greensboro has with its nationally recognized highway system, pro-business climate, and new supplier interest associated with recently announced corporate relocations and expansions, the City desires to be proactive and assist in creating suitable site inventory for major corporate/industrial park development.

### **Sites for Industrial Projects**

The primary handicap confronting Greensboro in recruiting large employers is lack of inventory of suitable sites that can accommodate new facilities/job centers. In today's global economy, site selection specialists typically seek a site that has been graded and is ready for construction. A portion of the November 2006 economic development bond funds would be allocated to partner with private developers to acquire and prepare land for industrial sites and/or a corporate park. This will enable the economic development team to leverage our existing workforce development, quality of life and infrastructure with available sites to generate additional jobs and investment in the community. Time is of the essence in bringing site inventory on-line as the FedEx hub will be opening for business in 2009. Based on experience in other cities, there are typically 12+ businesses that co-locate in proximity to FedEx distribution hubs. The city's commitment to site development projects will be in the areas of infrastructure and possibly land acquisition.

Due to the high up-front costs and long-term outlook required to get a park off the ground, community development partners have indicated that public participation is necessary to launch a successful project. These guidelines represent a collaborative effort among departments of the city and our community Economic Development partners to create guidelines that are in-line with other city policies and procedures to include the Connections 2025 Comprehensive Plan, the Economic Development Bond purposes as approved by the citizens of Greensboro, and the proposed City and County Consolidated Water and Sewer Line Agreement.

It is expected that corporate/industrial park projects receiving public funds will ultimately house two or more entities with each entity employing in excess of 100 people on-site.

### **Purpose:**

These protocols/guidelines have been developed as another part of the City's effort to promote high quality industrial/corporate park site development as called for in the "Connections 2025 Comprehensive Plan." Through implementation of these protocols/guidelines, the City's intent is to provide prospective developers with a consistent and dependable framework that will be used in evaluating how closely proposed site development projects meet City development goals. Additionally, these guidelines establish how project risk and returns to the City will be reviewed and evaluated. Well-planned and clearly financed proposals will receive priority for assistance over proposals that offer unclear development objectives and unknown risks.

**Eligible Projects Criteria:**

1. Must be located within the corporate limits of Greensboro or in an area likely to be annexed within the next 5 years.
  - a. If not already in the corporate limits, developer must submit to the city a voluntary petition for annexation into the City, and complete a utility services agreement.
2. Site development standards should be consistent with the Connections 2025 Comprehensive Plan.
3. Minimum development partner investment is \$15,000,000.
  - a. Includes the current appraised value of the land as well as any developer financed improvements to the site.
4. Minimum acreage is 150 acres (total) with at least 100 buildable.
  - a. Smaller sites may be considered if a catalyst project is proposed that would stimulate the private market and quality job creation; examples FedEx, HondaJet.
5. The City's expectation is that the corporate park will contain at least one site 75 acres or larger or two sites 50 acres or larger. Tracts located in the remainder of the park's buildable acreage should be 15 acres or larger. The minimum tract size restrictions will be removed from the agreement five years after the infrastructure is complete and the park is declared ready for clients to begin on-site construction.
  - a. Exceptions may be considered for:
    - i. Smaller tracts due to physical topography constraints.
    - ii. Interest by an exceptional tenant/purchaser in a smaller size tract, or a tenant/purchaser that generates a major economic impact (job creation).
  - b. Any exception will have to be reviewed by City staff and approved by City Council.
6. Developer must commit the land to be held for corporate/industrial park development for a minimum 15 year period:
  - a. Land owner must agree to file a restrictions and conditions agreement with the deed limiting the use of the land to corporate park/industrial purposes for a 15 year period and development standards acceptable to the City as identified in item 4-F under the "Application Requirements" section below.



- i. Clawback Provision – if the developer requests to be allowed to use some portion of the land for a use other than corporate/industrial purposes after the initial 5 year period but before the 15-year period is complete, the developer must agree to reimburse the City for public funds invested in the project. The developer must agree that for the first 5 year period, the land is restricted for use as a corporate/industrial park purpose only. No other uses will be permitted under any circumstances.
    1. The amount of the reimbursement will be 100% of all public funds invested in the project if any portion of the corporate/industrial park site is used for any other purpose.
7. Developer will be required to follow City M/WBE Program for any public infrastructure improvements funded with City assistance.
8. In order to achieve maximum desirability of the site and an accelerated development timetable, the City expects and encourages the site developer to make the land available for sale or lease to the end-user depending upon the desires and needs of the client.

#### **Application Requirements:**

Developers requesting City assistance through these Guidelines/Protocols should submit an application with the basic elements listed below. Other items may be requested by the City following an initial review of the application.

1. Application packages must address the Viability and Need for Public Assistance Criteria (Priority 1-A).
2. Developer should also include a letter of recommendation from the Greensboro Economic Development Alliance, in addition to their own historical data, regarding past interest in the property, i.e. number of times the site, or sites in close proximity, have been shown to prospective clients. It should also be noted whether the developer already has any commitments from interested corporate users in the land. Legally, public funds cannot be committed to any project unless the “but for” doctrine is upheld, i.e. the project would not move forward were it not for the public funds investment.
3. Developer must submit an independent financial analysis/feasibility study on the proposed site.
4. Submit a site plan layout, phasing plan, and development standards.
  - a. Site must be developed to City standards.

- b. Plan must define the development plans and a timeline for having the site “pad-ready” for corporate clients.
  - c. Proposed water and sewer lines must be designed in accordance with generally accepted engineering standards and in the best interest of the utility as determined by the City of Greensboro Water Resources Department.
  - d. Information to be shown on the site plan includes:
    - i. Topography and water features.
    - ii. Preliminary layout of parcels.
    - iii. Existing and planned streets.
    - iv. Location of, or distance from, transit stops.
    - v. Locations of planned open space, wetlands, and critical habitat preservation areas.
    - vi. Planned pedestrian connections, trails, etc.
    - vii. Drainage patterns and primary stormwater management system.
    - viii. Locational map showing relationship to surrounding development patterns.
  - e. Phasing plan should identify sequencing and timing of infrastructure development and a generalized strategy for parcel availability, which can be adjusted based on needs of potential users.
  - f. Development standards should, at a minimum, address the following types of requirements:
    - i. Siting standards for buildings, access points and parking areas to ensure a consistently high quality development pattern and site amenities. e.g. parking is minimized between the building and the street.
    - ii. Well designed vehicular access that creates safe and efficient access system and locates parking areas, particularly for truck loading and storage that are screened from primary access routes.
    - iii. Setback and design standards, particularly for primary thoroughfare and highway frontages.
    - iv. Signage guidelines to provide a consistent and efficient signage system. e.g. demonstrates a coordinated and consistent signage plan or theme.
    - v. Bonus points will be awarded to the project for encouraging the use of green building techniques, such as green roofs, rainwater retention, stormwater management, habitat preservation, energy saving features, and alternative transportation programs such as carpooling and alternative fueled vehicles.
5. Identification of carrying costs associated with the site and a demonstrated capacity to cover these costs until the ultimate sale or lease to an end-user.



6. Must include a comprehensive estimate of total site development costs and provide a sources and uses of funds summary. If borrowed funds are required, a bank commitment letter must be provided before any public funds are invested in the project.

# Urban Development Investment Guidelines

## Criteria Details

**Project:** \_\_\_\_\_

### ***Part 4 – Corporate/Industrial Park Criteria:***

<b><i>Criteria</i></b>	<b><i>Score</i></b>	<b><i>Comments</i></b>
<i>(Up to 10 Points Each, unless Otherwise Noted)</i>		
1. In compliance with Connections 2025 Generalized Future Land Use Map - shown as Industrial, Corporate Park, Mixed Use Corporate Park or Planned Community <i>(10 points)</i> - In Growth Tier 1 <i>(5 points)</i>		
2. Catalyst Project - 300 + Acres (15 Points) - 200 + Acres (10 Points) - 150 + Acres (5 Points)		
3. Documentation submitted showing site has been considered by 2 or more prospects in the past 24 months <i>(5 points)</i>		
4. Transportation access to site for employees and trucks - Direct access to major or minor thoroughfare <i>(10 points)</i> - Access via connectors and some local residential streets <i>(5 points)</i> - Access is primarily via local streets <i>(0 points)</i>		
5. Environmental suitability of site for intended use - Site is primarily previously developed property or cleared farmland <i>(10 points)</i> - Site is mostly undeveloped but wetlands and habitats are to be protected <i>(5 points)</i> - Site is mostly undeveloped and wetlands and habitats are not being protected <i>(0 points)</i>		
6. Development standards (refer to Part 4 “Application Requirements) - Comprehensive development standards that will ensure high quality development <i>(10 points)</i> - Development standards address a limited number of quality issues <i>(5 points)</i> - Not submitted or does not adequately address development quality <i>(0 points)</i>		

## Urban Development Investment Guidelines

### Criteria Details

Project: \_\_\_\_\_

### ***Part 4 – Corporate/Industrial Park Criteria: (con't)***

<b><i>Bonus Points:</i></b>	<b><i>(1 point each)</i></b>	
a: Site plan layout exhibits good accessibility and connectivity		
b: Site has good highway frontage to promote regional economic development		
c: Located in a designated transit route or corridor		
<b><i>Bonus Points:</i></b>	<b><i>(5 points)</i></b>	
a: Promotion of green building techniques in site planning and development standards		
<b><i>Part 4 Score</i></b>		
<b>Minimum Part 4 Score Required for Consideration</b>	<b>50</b>	

## Definitions

**Blighted Property** – As defined by NC Redevelopment Statutes, shall include properties that, by reason of dilapidation, deterioration, age or obsolescence, inadequate provision of ventilation, light, air, sanitation, or open spaces, high density of population and overcrowding, unsanitary or unsafe conditions, or the existence of conditions which endanger life or property by fire and other causes, impairs the sound growth of the community.

**Buildable Area** – Gross acreage outside of environmentally sensitive areas, such as stream corridors, steep slopes, and excessive rock or unstable soil conditions.

**Catalyst Project** – A proposed development project that, because of its size, location, unique uses, or ability to attract new jobs, is likely to stimulate significant additional development activity.

**Crime Rate** – The Index Crime Rate as reported by the City of Greensboro Police Department, which is inclusive of violent and property crimes.

**Debt Coverage Ratio** – A measure of an income producing property's ability to cover the monthly mortgage payments. Calculated by dividing the net operating income (NOI) by a property's annual debt service.

**Deconstruction Techniques** – Deconstruction is the process of building disassembly in order to recover and recycle materials for their highest and best re-use. Deconstruction reduces the volume of materials that end up in public landfills and protects the natural environment.

**Developer Equity** – Funding sources provided by the individual investors and not subject to scheduled payback from project revenues. Should be real dollars contributed to the project, including cash and basis in property. Loans, personal guarantees, deferred fees, etc. are not considered developer equity for these purposes.

**Downtown Redevelopment Area** – Area of downtown designated by the Redevelopment Commission of Greensboro according to NC Redevelopment Statutes, and including any additional areas added to the Downtown Redevelopment Area by future amendment.

**High Quality and Generally Compatible Architectural Design and Materials** – The City is seeking well designed proposals that meet the user's needs, understand and respond to its context, enhance the surrounding area, and are built to last. Architectural features should enhance the street environment and building materials should be high quality and durable. Siting of buildings should promote pedestrian-oriented streets.

**Job Creation** – To be considered as a newly created job, the applicant will need to demonstrate that the business being proposed is a new operation coming to Greensboro or



an expansion of an existing business operation already located in the City. Only permanent jobs are counted, not jobs related to construction, seasonal, or short-term employment.

**LEED Designation** – As established by the US Green Building Council, refers to buildings and developments that have been certified under one of the LEED designations, including LEED-NC (New Construction), LEED-EB (Existing Buildings), LEED-H (Homes), and LEED-CS (Core and Shell). LEED certification generally means buildings are designed to be efficient to operate and utilize environmentally friendly materials and techniques in their construction

**Mixed-Use** – A project that combines a principal use, such as housing units, with other different uses, such as commercial or office space. The principal use should not enclose more than 90% of the total square footage of the project.

**Mixed-Use Corporate Park** – A project that combines the principal uses, such as office, research, industrial, warehousing, distribution or office with other supporting uses, such as commercial, hotel or residential. The supporting uses should not exceed 20% of the total land acreage of the project.

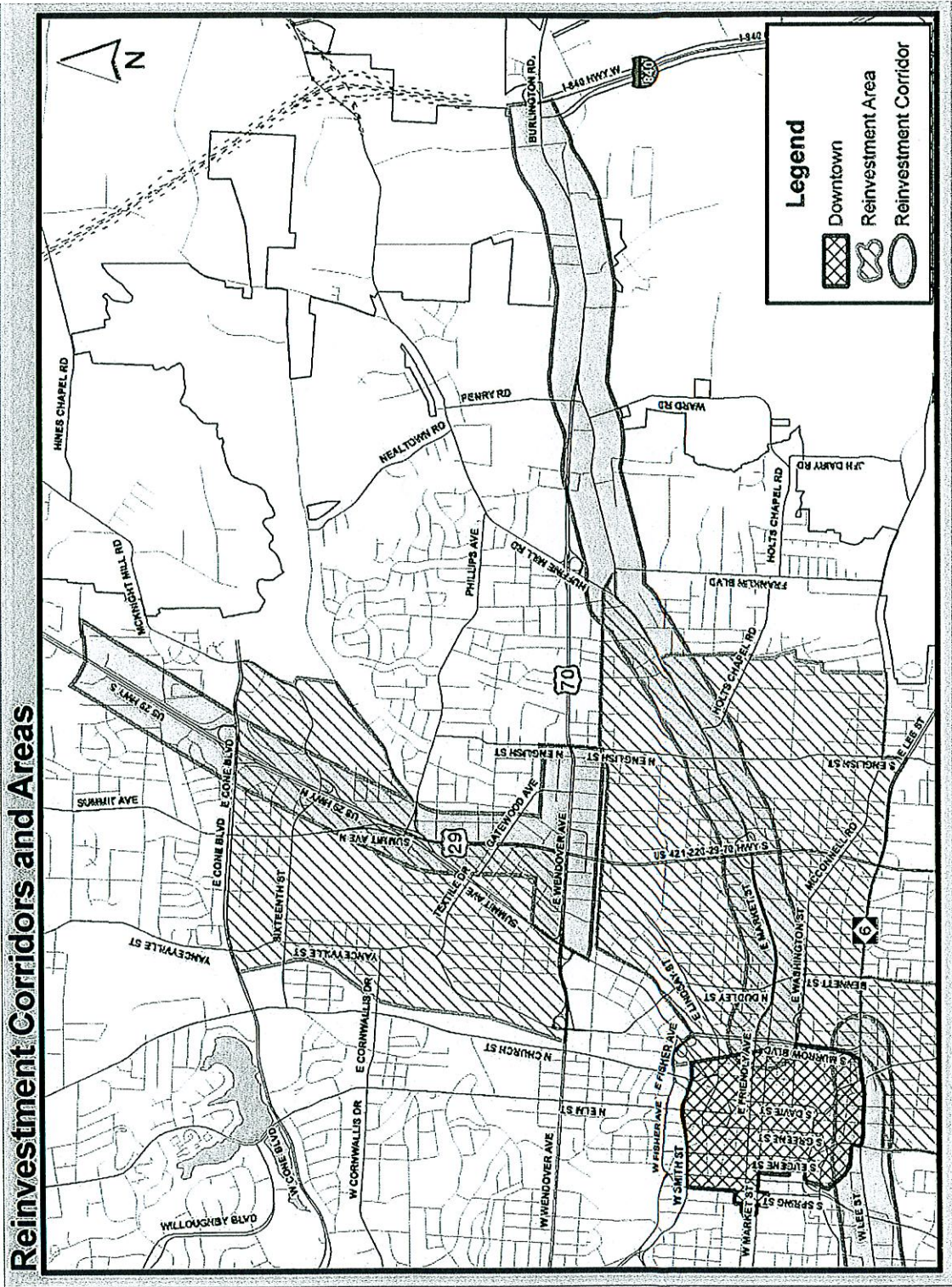
**Proforma Analysis** – Presentation of a project development and operating proforma identifying all sources and uses of funds and rates of return in sufficient detail to explain what portion of the funding sources are not obtainable from private sources if a reasonable rate of return on investment is to be achieved.

**Public Art Space** – The provision of space in outdoor locations or in publicly accessible buildings that is designed for the presentation of public art, including statues, monuments, murals, non-figurative art, and including performing arts space. Public art may also be integrated with architecture and landscaping in the construction or renovation of buildings and sites.

**Tax Increment Revenue** – The amount of additional City tax revenues estimated to be generated by the new development over and above what the property is currently paying.

**Workforce Housing** – Conceptually defined as housing units affordable to the full range of individuals and families working within the area. For purposes of these Guidelines, units will meet this definition if they are affordable to families between 80% and 120% of the City's median family income, as established by the US Dept. of HUD each year.

## Attachment 1 Detailed Maps









**Parks and Recreation Department  
City of Greensboro**



**March 4, 2010**

**TO:** Denise Turner, Assistant City Manager

**FROM:** Greg Jackson, Director

**SUBJECT: Farmer's Curb Market Recommendations**

The Farmer's Curb Market has been in existence for 134 years with a focus on providing citizens with access to local farm products, local crafts and wares. Since 2007, the Parks and Recreation Department has worked with the Parks and Recreation Commission (PRC) to conduct three public forums to address citizen and vendor concerns. The PRC reviewed and amended the Farmer's Curb Market rules and regulations in June 2007, adding a requirement for vendors to complete and submit an application and defining consequences for violating Farmer's Curb Market rules and regulations. In September and October 2008, the PRC held two meetings specifically seeking public input on selling only locally grown products and a variance policy was implemented providing for a process to allow some non local products. The most recent public input process consisted of a committee that included two members of the PRC, a Public Affairs facilitator, a former farmer's market vendor, City Beautiful director and a NC Agricultural Extension Services agent. This group was tasked with hosting community meetings to identify the issues at the market and to make recommendations for the PRC to consider. The group hosted a meeting with the vendor advisory committee for the Farmer's Curb Market on December 15, 2009 and a second meeting open for all vendors, customers and interested citizens on January 6, 2010. Both meetings were public forums with plenty of opportunity for citizen input.

The committee made a recommendation to the PRC at their January 13<sup>th</sup> meeting. The recommendations were posted on the Parks and Recreation Department's website after the meeting and were posted until February 10 for public comment. The PRC will receive a summary of the public comments and take public input regarding the recommendations at their March 10, 2010 meeting.

**The Committee Recommendations**

Based upon the mission of the Farmer's Curb Market and extensive citizen input, the following recommendations were made at the January 13<sup>th</sup> PRC meeting:

1. The Parks and Recreation Department hire a market manager (20 hour roster position) that is responsible for oversight of the market and enforcement of rules. The market manager will report to the City Beautiful coordinator. These two make up market management and cannot be vendors at the market.
2. Keep the VAC composition and election process as is currently defined.
3. Market management and the VAC should establish a complaint processing and resolution process that includes a written response.



4. Market management and the VAC should establish a table assignment process, vendor application process, farm visit process, agent policy and variance review and approval process.
5. All complaints should be directed back to market management and the VAC for review and resolution.
6. Further consideration should be given to evaluating a partnership with the NC Agriculture Extension Services to manage the Farmer's Curb Market.

### **Background**

All of the issues identified in the most recent process can be categorized into two broad categories: market management and vendor advisory council.

Market management issues:

- Management and oversight of the market
- Enforcement of the market rules
- A complaint resolution system
- Application process
- Increased opportunities for vendor and citizen input into the market

Vendor advisory committee issues:

- Guidelines for what can be sold at the market
- Defined process for variances
- Recommendations for resolving complaints
- Farm visits/inspections
- Recommendations for handling agents
- Forum for public input

The key issue that has created the most discussion focuses on whether the farmer's market should allow products to be sold that is not locally grown or crafted. Based upon the mission of the market, which is consistent with many farmers markets, products should be locally produced or crafted. There is a process to request a variance to the only local products guidelines. This variance process was designed to allow farmers that have been impacted by natural occurrences that impacted their crops to still provide a product for sale. For example, if a freeze damaged a farmer's strawberry crop, they could apply for a variance to bring in strawberries that are not locally grown during the local growing season only. Some vendors have either ignored the variance process or extended their variance request to other products that were not approved for variance or at such times where local produce was not available. Such variances are contrary to the mission of the market.

During the public input process, a majority of attendees communicated that they wanted to keep the farmers market a place for locally produced products and crafts. There are other markets in the area that allow products to be sold without restrictions.

The following meetings occurred to identify and clarify the issues and to provide guidance in the recommendations.

November 18, 2009      Farmer's Market Work Group meeting.

December 8, 2009	Farmer's Market Work Group meeting.
December 15, 2009	Farmer's Market Work Group and Farmer's Market Vendor Advisory Committee.
January 6, 2010	Public input meeting at the Guilford County Cooperative Extension Service Barn Kitchen Meeting Room. News releases were sent out a month in advance as well as letters sent to all registered vendors informing them of the meeting.
January 13, 2010	Preliminary recommendations read to the Park and Recreation Commission.
Jan. 14- Feb. 10, 2010	Recommendations posted on the Parks and Recreation Department's website for public comments.



March 4, 2010

**TO:** Denise N. Turner, Assistant City Manager

**FROM:** Dr. Anthony Wade, Director  
Human Relations

**SUBJECT: Update on Hairston Homes**

The investigations for the first two Hairston Homes complaints are coming to a close. The Notice of Appeal, the first step involved in the appeals process was filed on Monday March 1, 2010. We are appealing Judge Sizemore's decision to dismiss the City's request for a preliminary injunction and a temporary restraining order in the eviction of one of the Complainants. The Notice of Appeal for the ruling issued by Judge Sizemore was filed on Monday March 1, 2010.

Interviews with the Respondents were conducted on Tuesday and that same day staff was able to receive comparative data to finalize collecting the evidence for the first two cases. Initial conciliation efforts to resolve the issues raised in the complaints was attempted with 3 of the 6 Complainants on Friday February 26, 2010 resulting in several suggestions/offers made by the Complainants as remedies for those issues. On Friday March 5, 2010, the Respondents are scheduled to make counter offers for the 3 cases in which conciliation has been attempted. The counter offers from the Respondents will be sent to this office to be forwarded to the Complainants.

I anticipate that in one of the cases, a draft determination will be issued by no later than Monday March 8, 2010, and the second draft determination for review will come shortly afterwards. If it is a cause determination and the Complainant elects for the case to be heard in Superior Court, we would file two motions in Superior Court (by end of week):

- a) Complaint would be filed and defendants (Respondents) would have 60 days to respond. Then it would enter a phase of discovery. While going through this process, Superior Court would mandate mediation. It is anticipated that it could be between 11 to 13 months before a trial.
- b) A preliminary injunction would be filed against the eviction. It would probably be mid next week (Wednesday, March 10, 2010) when it would be heard by a Superior Court judge and he/she could rule on the matter at that time, or like before, take some time to review the matter before issuing a ruling.

AW



March 4, 2010

**TO:** Mayor and City Council

**FROM:** Rashad M. Young, City Manager

**SUBJECT:** Dissemination and Review of Solid Waste Management RFP'S

The city received nine proposals in response to the Solid Waste Management Request for Proposals related to the White Street Landfill. The responses were due on Monday, March 1, 2010 by 3:00PM to Jeryl Covington, Director of Environmental Services. Names of the respondents were provided to you in an e-mail on Monday. Copies of the proposal were transferred to disk and placed in your in-box as they are too lengthy to send via e-mail. One of the submitters, CICO, provided confidential information which is being saved to a 2<sup>nd</sup> diskette for your convenience and placed in your in-boxes. The information on the 2<sup>nd</sup> diskette is not public information and should not be released to third parties.

The previous council directed that the staff solicit proposals for the design, financing, permitting, development and operations of a long-term solid waste management infrastructure system. The original RFP follows. The process for review of the RFP was not finalized with the previous Council. To determine next steps, I need direction from you regarding what decision making framework Council would like to institute in evaluating the provided RFP responses. I will also need input as to when you would like to schedule time for the purpose of this review.

As a resource, the Department of Environmental Services does have an engineering firm Council could utilize to assist in reviewing the proposals if Council so chooses. The firm, HDR Engineering Inc. of the Carolinas, was engaged as part of a series of professional engineering services agreements with consultants to assist with solid waste management and regulatory issues. The professional engineering services agreement for waste management and disposal activities was solicited by a RFQ in April 2009.

Copies of the RFP's, less any proprietary information, will be posted on the City's website later today.

RMY/dnt

**REQUEST FOR PROPOSALS TO DESIGN,  
FINANCE, AND PERMIT THE DEVELOPMENT  
AND OPERATION OF A LONG-TERM SOLID  
WASTE MANAGEMENT INFRASTRUCTURE  
SYSTEM**

Due Date: Monday, March 1, 2010

Due Time: 3:00 p.m. EST



City of Greensboro  
Environmental Services Department  
P.O. Box 3136  
Greensboro, NC 27402-3136  
Website: [www.greensboro-nc.gov/departments/environmental](http://www.greensboro-nc.gov/departments/environmental)



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### Solicitation Overview:

The City of Greensboro, North Carolina intends to solicit proposals for the design, financing, permitting, development and operations of a long-term solid waste management infrastructure system. Through this solicitation process, the City of Greensboro will determine the best course of action for waste management for the City of Greensboro and the surrounding community currently served.

The City of Greensboro seeks through this request for proposals an opportunity to identify firms that can meet all of the City's solid waste disposal requirements that will be consistent with its long-term objective to provide a safe and economically viable waste management system. This request for proposals has been advertised and will be made available to the general public. Written responses are requested from those companies/corporations/organizations interested in performing the services contemplated in this request. Information obtained by the City of Greensboro through responses to this request may or may not be used in the development of the City's procurement strategy. Responses to this request will be viewed by the City of Greensboro for informational purposes and proposals acceptability. The City acceptance of such responses shall not be considered as offers to be accepted by the City to form a binding contract. The City may or may not choose to enter into an agreement with one or more firms to provide these solid waste management services as a result of this request.

The City may choose to select one or more firms and provide them with an opportunity to present their information in a public meeting. Respondents shall be prepared to present their option at a forum which may include City officials and staff, regulatory agents, media sources, and community members.

### Background:

The City of Greensboro has historically interviewed various vendors/solid waste service providers in the areas of new and traditional solid waste services and technologies. These technologies include municipal solid waste composting, waste-to-energy, plasma torch technology, transfer, bio mass, gasification, pyrolysis, waste fermentation, anaerobic digestion, and landfilling. The City of Greensboro is open to discussing any or all alternative waste processing technologies in combination with accepting this proposal. Responders should acknowledge that traditional solid waste disposal options have been employed in the past within our community. In 2000, City Council invoked its desire to discontinue the utilization of the municipal solid waste landfill for household disposal. However, the current City Council is interested in investigating all possible solid waste management long-term options including regionalization.

The City is looking for contractors to present a waste management solution(s) in order to manage its generated waste volume. The potential solution should not be limited to traditional solid waste management systems but may include innovative technologies that can be permitted and

operated within or around the City of Greensboro regional area defined as the Piedmont Triad and in accordance with applicable local, state and federal regulations.

#### Community Characteristics and Current Waste Management Services:

The City of Greensboro is located within the Piedmont region of central North Carolina and has a population of approximately 257,997 residents. The City of Greensboro provides residential and commercial collection services to the community; however, no restrictive collection or disposal franchises are in place with any of the private solid waste management companies operating within the municipal corporate limits or the surrounding community. Likewise, responder should be aware that there are no established solid waste regional authorities operating within the jurisdictional boundaries of Guilford County or the Piedmont Triad region. According to North Carolina Department of Environment and Natural Resources' records, Guilford County currently has two (2) permitted municipal solid waste landfills, three (3) construction and demolition landfills, two (2) composting operations, six (6) land clearing and inert debris landfills, two (2) materials recovery facilities, and two (2) municipal solid waste transfer stations.

The City of Greensboro collects household refuse, bulky materials (i.e., bedding, furniture, carpeting, etc.), white goods, and yard waste on a weekly basis from our residential customers. Residential recycling service is provided on an alternative-weekly schedule. The City of Greensboro currently contracts with a private recycling company for the processing and marketing of recyclable materials. During fiscal year 2008-2009, approximately 29,957.37± tons of recyclable materials were processed by this facility. This contract will expire in March 2013.

Private waste management service providers additionally serve within and outside the City of Greensboro's jurisdictional boundaries. The private waste service providers may discharge their collected waste at either public or private disposal facilities within or outside the Guilford County jurisdictional boundaries.

Currently, the municipality manages its municipal solid waste through a transfer station (N.C. Permit No. 4120T). The transfer station is owned and operated by City forces. The City of Greensboro contracts the disposal and transportation hauling operations with private entities. These private contracts will expire in 2011. Municipally collected waste is received and processed through the solid waste transfer station. During fiscal year 2008-2009, of the total 238,805.91± tons of material processed through the municipal solid waste transfer station, approximately 143,240.18± tons of municipal solid waste was collected by municipal forces. This total processed volume was a mixture of construction and demolition waste as well as household garbage.

The City of Greensboro additionally maintains permits for a landfill (N.C. Permit number 4103 and 4112). The White Street landfill facility is composed of approximately 1,000± acres of historical and currently utilized disposal areas and open space. The facility is surrounded by a variable 500± to 625± foot restricted buffer. The City's disposal facility currently accepts

construction and demolition waste (per 15A NCAC 13B.0542), yard waste, and waste from the City wastewater treatment operations. During fiscal year 2008-2009, approximately 72, 123.67± tons of construction and demolition waste, 29,789.97± tons of yard waste, and 7,766.29± tons of wastewater refuse was managed at the landfill.

General Proposal Requirements and Information:

The City of Greensboro or its representatives shall not be held liable or responsible for any expenses incurred in connection with the preparations of any responses to this request for proposal, site visits, or required meeting attendance. In no event shall potential responders expect reimbursement of related expenses from unsuccessful/non-selected responses/ bids.

Proposers should prepare their proposals package as simply, economically, and in an environmentally friendly fashion; thus, providing as straightforward and concise description of their ability to meet the requirements of this request.

The City of Greensboro will evaluate the submissions to this request based upon the following criteria:

- The proposed waste management/disposal option can be permitted through the North Carolina Department of Environment and Natural Resources – Division of Waste Management as a viable waste management system, the Division of Air Quality, the Division of Land Quality, and the Division of Water Quality as deem appropriate and necessary.
- The proposed waste management/disposal option will satisfy the local zoning requirements as dictated by the City of Greensboro local zoning codes or other jurisdictional bodies.
- The proposed waste management/disposal option must describe each systematic process including all inputs and outputs, environmental impacts, and discharges. The respondent shall provide conversation methods and assumptions related to the performance in order to allow for an adequate evaluation of the waste management/disposal option.
- The proposed waste management/disposal options shall describe the site requirements, transportation routes, and the developable area needs.
- The planning process of the waste management/disposal option must engage the immediately surrounding community to identify and mitigate potential negative impacts of proposed options.
- The proposed waste management/disposal option shall not result in or require operational changes to the City's mode of solid waste collection; thus, impeding the collection process or resulting in higher operational costs.
- The proposed waste management/disposal option should not increase or impose any additional liabilities (economic or environmental) on the municipality due to its operations or contractual arrangement.

- The proposed waste management/disposal option shall be a proven technique. The responder shall be prepared to demonstrate and/or identify the location of such waste management/disposal option technique(s) in the event that a review of the operation(s) is deemed necessary.
- The proposed waste management/disposal option shall identify and specify performance guarantees (e.g., waste processing as tons/day and tons/year; energy generation as kWh/ton, MW, MWH/yr; waste volume reduction levels; consumable usage; by-product volume).
- The proposed waste management/disposal option shall demonstrate its financial strength and ability to perform the stated goals of the proposal. The respondent may be requested to establish bonds on behalf of the development of a selected waste management/disposal option.
- The proposed waste management/disposal option shall be capable of managing the maximum daily waste volume of 1,500± tons. The responder shall acknowledge that waste volumes will not repeatedly or concurrently meet the maximum daily waste volume throughputs.
- The proposed waste management/disposal options shall be responsible for managing all unprocessable waste as collected by municipal forces.
- The proposed waste management/disposal option will be responsible for managing any and all potential process residue.
- The proposed waste management/disposal option shall be consistent with the State of North Carolina waste reduction goals.
- The proposed waste management/disposal option shall assist the City with complying with the State's Solid Waste Management Policy and Goals (N.C. G.S. §130-309.04)
- The proposed waste management/disposal option should identify the source of the waste feed stock and volume needed to ensure financial stability of the waste management/disposal option. In the event that the City cannot supply these materials and/or the respected quantities, the proposed waste management/disposal operations will be responsible for securing these volumes at their expense and obtaining all required permits.
- The proposed waste management/disposal option should consider and demonstrate where applicable a regional implementation strategy.

The City of Greensboro will extend an invitation to potential proposers to review the current municipal disposal operations at the White Street landfill and municipal solid waste transfer station. The intent of these visits will afford the potential bidders an opportunity to review the current waste characteristics (no composition data is currently or will be made available), customer types, and familiarization with current municipally permitted operations. Information related to the City's current operations will be provided. Based upon the number of responses received to participate in the visits to the current facilities, the City of Greensboro will strive to



schedule both facility visits on the same day. At this time, it is anticipated that the site visit for responders will be scheduled on Wednesday, December 16, 2009 at 10:00 a.m. at the White Street Landfill (2503 White Street) and at 2:00 p.m. at the City of Greensboro's Municipal Solid Waste Transfer Station (6310 Burnt Poplar Road).

Submission Deadlines and Requirements:

The City of Greensboro will receive responses to this solicitation at **3:00 p.m. EST on Monday, March 1, 2010**. The City of Greensboro will recognize and implement fair and open competitive tenets per public procurement procedures for these services. The City will encourage participation by minority and women owned business enterprises and will request evidence of such classification and/or attempt to engage such companies/firms within the proposals package.

Upon issuance of this request, the City of Greensboro will not participate in any private discussions about waste management/disposal options with any entity in light that potential responders could gain unique knowledge from City staff, City's consultants, and/or officers in cooperation with this solicitation. Inquiries regarding this request for proposals shall be submitted in writing by mail or electronically to the official contact by **Friday, January 29, 2009**. Electronic inquiries will receive an electronic confirmation notification verifying and documenting receipt of the inquiry through the City of Greensboro's electronic filters. Responses to all inquiries will be issued by **Friday, February 5, 2010**. The official contact for the City of Greensboro with respect to this request for proposals shall be directed to:

Jeryl W. Covington, P.E.  
Environmental Services Director

Mailing Address:  
City of Greensboro  
Environmental Services Department  
Post Office Box 3136  
Greensboro, NC 27402-3136

Street Address:  
300 West Washington Street  
Greensboro, NC 27401

Electronic address:  
[jeryl.covington@greensboro-nc.gov](mailto:jeryl.covington@greensboro-nc.gov)

The City reserves the right to reject any and all responses.

Elaborate bindings and colorful displays are not to be used in responses. The response shall be prepared in a simple, economical, and in an environmentally friendly format, providing a

straightforward, concise delineation of the proposal and commitment to satisfy the requirements of this request. Responders shall acknowledge that responses to this inquiry will become the ownership of the City of Greensboro and determined to be a public document(s) subject to the public disclosure requirements in accordance to North Carolina statutes once the respondent's document(s) is opened and the respondent is determined to be a participant in the solicitation process. In the event that a respondent determines their submission incorporates confidential, technically proprietary, or financial information which it believes is exempt from such disclosures or other provisions of state law, then such document containing the information shall be submitted with the proposal in a separate, sealed envelope appropriately marked as **CONFIDENTIAL INFORMATION – CITY REVIEW ONLY**. Such clearly marked information shall be considered part of the proposal and treated as confidential by the City to the extent allowed by law and used for purpose of evaluation of the proposal or possible negotiation of a contract. The City will review the confidential information and notify the respondent of its intent to voluntarily disclose or maintain this information. The respondent will receive written notification from the City at least 30 days prior to allow the respondent to take legal action to enjoin disclosure as it deems necessary in order to protect the confidentiality of the information.

If such information is sought as part of a public records request the respondent will be notified within two (2) working days and may bring action in any Court in Guilford County, North Carolina, to enjoin any such disclosure.

Proposers may withdraw their responses by notifying the City of Greensboro in writing at any time prior to opening on Monday, March 1, 2010. Respondents may withdraw their response in person or by an authorized representative. Proposers and authorized representatives must disclose their identity and sign a receipt for the proposal.

#### Signatures and Authorizations:

The solicitation's response shall include a letter of transmittal signed by an individual authorized to bind the potential provider in a contractual arrangement. This individual shall be able and capable of entering into negotiation with the City of Greensboro and execute a contract on behalf of the organization. If the respondent is made on behalf of a partnership, the name and post office address of the partnership, a list of partners, and the signature of at least one of the general partner shall be provided. If the respondent is a corporation, the response must include identify the name and the state under which the corporation is incorporated and the name and the post office address of the corporation. In the event that the respondent is a corporation, the City of Greensboro will only accept the signature of the Chief Executive Officer or other duly authorized official attested by its corporate secretary as the contractor. The transmittal letter shall additionally include the name, title, street address, electronic address, and telephone and fax number of the respondent's contact person. The respondent's contact person shall be an individual of responsible charge that can respond to requests for additional information. The

responder may choose, if desired, to select another individual for this purpose or designate and limit contact with the member that has the authority to bind the provider contractually.

The respondent's letter must state that the response will remain valid for acceptance for a period of 120 days from its submission.

Respondent's Disclosure Requirements and Expectations:

The responder shall identify the expected fees charged to the municipality under this contractual arrangement.

The responder shall disclose the volume of waste needed to operate the waste management/disposal option in a financially stable fashion. The responder shall disclose the source of the waste volume.

The responder shall identify the source(s) of financial backing and demonstrate financial strength to ensure that the waste management/disposal option is financially secure during the terms of the intended contract.

The responder shall disclose their and their partnership's current and historical regulatory compliance status with any regulatory agency. The responder shall disclose all regulatory issued notices of violations, fines, or enforcements actions. The responder shall disclose the settlement/response to these regulatory actions.

The respondent will be requested to document any community/organizational economic benefit's claims.

The respondent shall develop a strategy and be capable of presenting public information and addressing public concerns. The respondent will be expected to provide educational information about the waste management/disposal option to the City of Greensboro, elected official, the regulatory community, public and private educational institutes, and a variety of neighborhood and community groups.

Upon award and authorized contract, the responder will be expected to participate in the development and the updating of the Guilford County Solid Waste Plan per N.C. G.S. §130A-309.07.

The responder will be expected to assist the City of Greensboro with any and all solid waste transitions as deemed appropriate by the City of Greensboro as a result of procurement of solid waste management/disposal option services.

The respondent will be expected to assist and participate with the City of Greensboro in its emergency planning efforts. Minimally, these efforts will include identifying staff, equipment, and processing availability during inclement weather and community emergency events.

Format:

The City of Greensboro will request that the respondent present their waste management/disposal option response in the following format.

General Company Information:

Respondents shall submit a cover transmittal letter on company letterhead transmitting the company's statement response to this proposal for providing the requested services. Per the request for proposal signature and authorizations statement, the transmittal letter shall be authorized by an individual capable of binding the organization in a contractual arrangement with the City of Greensboro. The company shall disclose its business structure, parent company (ownership), date of establishment, and the address of responsible charge. The respondent shall identify the contact person who will be providing the management and oversight for these services. The respondent shall provide information related to the financial resources, and professional ability to implement and operate each component of the waste management/disposal option.

Overall Solid Waste Management Approach:

The respondent shall describe in detail the operations of the waste management/disposal option. The respondent shall provide process flow drawings and system components defining the operational capabilities and compatibilities with the characteristic wastestream and volume. The respondent shall provide a sample material balance for the waste management/disposal option. The respondent shall describe the space needs for the option, proposed location, staffing requirements, and operational hours. The respondent shall describe equipment needs, maintenance requirements, and shut-down procedural requirements for routine and preventative maintenance. The respondent shall describe the process proposed to permit the operation and the time-line from inception to operation.

Statement of Qualifications:

The City will request statements of qualifications from each management and operational staff member. These statements shall define years of experience, familiarity with waste management/disposal option, and knowledge of state and federal regulatory requirements and guidelines.

Procurement Requirements:

The City of Greensboro will require that the responder submit a statement of compliance with respect to conformity with the State of North Carolina labor laws, ordinances, and other legal requirements. During the performance of this contract, the respondent shall not tolerate or engage in discriminatory practices with its contractors or subcontractors. Discriminatory practices shall include biases based upon age, race, color, sex, religion, national origin, mental or physical challenges, marital status, and creed.

The City of Greensboro is committed to providing opportunities for inclusion of Minority & Women Business Enterprises. Projects should demonstrate that State certified businesses were solicited for inclusion in the project development team for professional and other contracted development services opportunities. More information on the statewide process for identifying and soliciting Historically Underutilized Businesses (HUBS) can be obtained from the City of Greensboro Minority and Women Business Enterprise Program Office at 336-373-2674



March 4, 2010

**TO:** Rashad M. Young, City Manager

**FROM:** Dick Hails, Planning Director

**SUBJECT:** Local Zoning Restrictions in PTI Airport Noise Areas

All local governments near the Piedmont Triad International Airport (PTIA) have some development restrictions in their zoning ordinances related to airport noise impacts on nearby properties. They are all based on the "noise contour maps" issued by PTIA, which define the 60 and 65 DNL (and other) lines around the airport. The DNL (Day-Night Level) is a noise measurement of average noise levels around an airport, using standardized methodologies published by the Federal Aviation Administration (FAA). The 65 DNL line is closer to the airport and represents higher noise levels. The 60 DNL line is further from the runways and represents somewhat lower noise levels. The current noise contour maps in use were redrawn following the Part 150 FAA studies a few years ago, tied to construction of the newly-completed third runway at PTIA.

Greensboro's Airport Noise Overlay boundary is located along the 60 DNL line. Its main development restriction is that any new residential development within the overlay must be on a large lot of at least 40,000 square feet or larger. In addition, overlay boundary lines that cross a lot may be allowed to be moved up to 600 feet on the same lot (from a 2006 amendment). There are also PTIA/FAA approvals required on proposed tall buildings in the overlay near the airport.

Guilford County and High Point also have zoning jurisdiction close to PTIA. Their airport noise restrictions are different than Greensboro's but rely primarily on the 65 DNL line for regulating development. Therefore, Greensboro's airport overlay restrictions are generally more restrictive than those of the other jurisdictions, since they cover larger areas out to the 60 DNL line, farther from PTIA.

I hope this information is helpful. Please contact me if I can provide more assistance on this topic.

DH